

Realizing Necessary Positive Changes In Caribbean Tourism

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Abstract

Caribbean tourism has a need for changes in the industry due to challenges. Many of these are related to the effects of tourism on the economies and living conditions of the populations in these destinations. This is one of the largest and most beautiful tourism areas of the world. The large destinations near Miami, Florida have been well-positioned with many stopover visitors per year, but the smaller destinations with more distance from Miami are more dependent upon cruises. Inadequacies in the current system were pointed out and a number of recommendations were made for both stopover and cruise situations. Destination community development was emphasized. The importance of developing the industry based on geographic regions (stratified by both latitude and longitude) with cooperation of stopover and cruise components was pointed out. Development of a Caribbean “brand” of tourism which brings together the best from the individual destinations was discussed.

Key-Words: Caribbean tourism; Caribbean Brand of Tourism; New Approach to Caribbean Tourism

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Introduction

The Caribbean region is one of the outstanding tourist destination areas in the world. There is a diversity of geologic and geographic characteristics and the beauty of the various islands is well known throughout the world. The climate is largely conducive to travel, especially in the winter. Elevations in the Caribbean islands range from 3,000 meters above to 40 meters below sea level. Many islands are of volcanic origin whereas others are low lying and semi-arid. Where wet environments occur and trade winds exist, there are moist forest types. Most islands have beautiful beaches. In spite of the wonderful physical characteristics of the Caribbean islands, Caribbean tourism has grown without the benefit of careful Caribbean-wide planning. It would appear that man, not nature has been the source of the problems. There have been a number of articles written about what has gone wrong in this tourism development but not all have come out with specific steps which could be taken to make the necessary positive changes. One problem which has been a root cause of the growth pattern is that many of the countries in the Caribbean are small and they have not been independent for that many years. Their parent countries were varied so there is no uniform background which unites them. Some started out with considerable poverty and have not had the chance to overcome that poverty. Poverty and tourism do not mix well for often it results in resentment by some members of the local population and even to security problems. For many, they do not have a number of income producing industries so they have put most of their eggs in the tourism basket. Some have very little arable land so agriculture is not a viable possibility.

Current Inadequacies

1. The large resort complexes are often financed and built by developers from other countries so many of the profits do not remain in the country in which the resort is located.
2. All inclusive resorts dominate in some countries. Visitors have limited contact with local residents and thus gain little concept of the conditions in the country such as culture, history, etc. Because of this confinement they also limit most of their spending to the resort itself.
3. Cruise ships bring in masses of tourists but their spending is minimal compared with stopover visitors. Not all cruise visitors leave the ship when it makes a port call. Local tour operators receive only a part of the shore excursion remittances. Some writers have claimed that cruise ships pollute the environment.
4. Hotels are generally expensive (especially in the winter season). Meals also are expensive. Often these tourist prices prevail throughout the country and this adds to economic difficulties and unrest among the poor within the country.
5. There are few opportunities for tourists to meet peers in the country being visited.
6. In some countries, tourists are not safe enough unless they are within a resort community or are under the supervision of local tourist personnel. Changes need to be made by the local government involved to assure the safety of the visit. This should also have a positive effect on security of the local population.

There is not much doubt about what some of the problems are. But how to make the necessary changes is an area that needs more work. The purpose of this paper is to make some specific recommendations as to what can be done to make the necessary positive changes in the Caribbean tourism industry. There is no intent to reduce the tourism activity in the Caribbean, but rather to redirect some of it in such away to maximize the benefit to the local population and make more choices available to the would-be tourist.

Literature Review

History of Caribbean tourism

Barberia (2002, winter) provided a history of the development of tourism in the Caribbean starting out with the days when Cuba and Haiti were dominant. She then brought the discussion up to date and described challenges which now face the industry and she provided suggestions for successful development under those challenges.

Challenges to Caribbean tourism

Boxill (2004) discussed trends and problems in tourism development in Jamaica. He recommended changing the tourism product offered to the tourist bringing in more emphasis on the culture and history of Jamaica and the involvement of more segments of the society in tourism development. An article in the Havana Journal (2008, Nov.02) indicated that the Bahamas, Jamaica and Caymans tourism may suffer after the end of the U. S. embargo on travel of U. S. citizens to Cuba. Springer (2008) pointed out that the Caribbean is losing its market share. Caribbean tourism is faced by serious competition from destinations in Latin America, Asia, the Pacific and Florida and has not risen to its true potential in spite of the competitive advantage of the region. He pointed out the serious need for changes in the Caribbean tourism industry.

Edited books focusing on various themes about Caribbean tourism

A number of books dealing with various aspects of tourism in the Caribbean have been written each with a collection of chapters written by various authors. The number of chapters is often around 15.

In *Beyond the blood, the beach & the banana: new perspectives in the Caribbean studies* (2004) Ed. by Courtman is a comprehensive background of the history and multicultural aspects of the Caribbean. In *Tourism in the Caribbean* (2004) Ed. by Duval was discussed current trends and Caribbean development prospects for the future. *Caribbean tourism: People, service and hospitality* (2005) Ed. by Jayawardena is an excellent source of information on human resources, the local population and hospitality in the Caribbean. In *Caribbean tourism: Visions, missions and challenges* (2005) Ed. by Jayawardena is discussed challenges to the tourism industry in the Caribbean and some of the possible methods of meeting those challenges. Education, regional travel, involvement

of communities and marketing were discussed as factors. The approaches suggested were from a variety of parts of the tourism industry in the Caribbean.

In *Tourism, the driver of change in the Jamaican economy* (2006) Ed. by Hall & Holding is discussed that while tourism is important to the Jamaican economy, there are uncertainties for the long run due to the fickle characteristics of the industry and competition from other destinations. In *Caribbean tourism: More than sun, sand and sea* (2007) Ed. by Jayawardena is an extensive view of the possible aspects of Caribbean tourism including ecotourism, agrotourism, heritage and cultural tourism and sports tourism. In *New perspectives in Caribbean tourism* (2008) Ed. by Chambers & Roberts was an up to date review of the challenges currently facing the tourism industry in the Caribbean. The chapter on Regional Partnership is particularly relevant to the current needs of the industry.

Distribution of benefits from tourism

Patullo (2005) discussed changes which have taken place in the Caribbean as a result of mass tourism. She questioned who has benefitted from this growth and pointed out that the tourist industry has remained largely under foreign control. She indicated that for the larger islands which have more diverse economies, there is still room to maneuver. But for the smaller islands, there will be difficulties in dealing with the external pressures and reorganizing their tourist industries. Litvin and Fyffe (2008) pointed out the negatives of the mass tourism currently existing in Jamaica (as well as on the economic benefit to the island). The article explores some of the issues being faced by Jamaican tourism. Dodman (2009) discussed the recent growth in Jamaica's tourism industry and the fact that the distribution of benefits to it from the growth have not been allocated evenly socially. The social and environmental problems of the poor have not been alleviated.

New order of tourism

Goodrich (1977) gave an overview of the Jamaican tourist industry including earnings, employment and number of visitors. He described how Jamaica developed a strategy to appeal to Jamaicans to travel in their own country rather than abroad. This was directly following the oil price increases in the 1970's. The second part of the strategy was to appeal to Jamaicans living abroad to spend their holidays in Jamaica. It appears that both strategies have worked out well. Jayawardena (2002) recommended product diversification and community involvement in tourism planning and development in the Caribbean. Also, he indicated that all stakeholders should be coordinated in the development of a sustainable Caribbean tourism. Harrison et al (2003) reported on results of a meeting in Jamaica of the Worldwide Hospitality and Tourism Trends Roundtable at which was discussed the development of tourism in the Caribbean. It was concluded that there was a lack of research on Caribbean tourism the results of which would have been helpful to Caribbean governments on developing policies. In *Tourism in the Caribbean* (2004) was discussed current trends and development prospects for future Caribbean tourism.

Knight (1990) pointed out some of the disadvantages of the old order in the Caribbean and was unsure of what the Caribbean's new order might bring forth. The implications of the new order have been discussed more recently by some of the other authors in the literature review. Lindberg (2009, Dec.) described a forward looking 25 year plan put into place by St. Lucia which pushes outpost hotels and village tourism. He indicated that he was hopeful this will be an example for the entire region. The leadership of this effort is by Senator Allen Chastanet who has been the Minister of Tourism and Civil Aviation in St. Lucia and also Chairman of the Caribbean Tourist Organization.

Transportation for Caribbean tourism

Klein (2002) discussed some of the negative issues connected with cruise ship tourism. In a book exposing some of the same ideas, Klein (2005) further described some of the serious problems with cruising (such as dumping refuse into the sea).

Eturbo News (2009, July 12), an electronic travel publication, strongly encouraged tourism authorities from different countries to tout their location as a tourism destination to the airlines.

In the past, airlines have often taken the lead in deciding to which countries and airports service will be provided. The article cited increased competition for tourists with the global downturn and the development of a number of new resorts around the world which pose competition for the Caribbean.

Caribbean tourist interaction with local citizenry

In National Geographic Traveler (2009, Nov.-Dec.) the islands of the Caribbean were rated. One of the major criteria which came out from a number of reviewers was the lack of possibilities of tourists encountering the local citizenry. In cases where there were extensive all-inclusives with the locking-in of tourists, the destination was given a lower rating.

Caribbean tourism and sustainable development

Beekhuis (1981) pointed out that economic dependencies on tourism in the Caribbean in some of the smaller island nations underscore the critical necessity of protecting the fragile beauty of the region against the possibility of pollution or degradation. A regional action program and cooperative system of controls was urged. Richards and Hall (2000) in "Tourism and sustainable community development" advocated local community development to promote sustainable tourism. Leslie (2009) provided a comprehensive discussion of the status of the tourism industry in sustainable development. The publication stressed environmental development and the use of environmental management systems in tourism management.

Altinay et al (2007) investigated difficulties of implementing sustainable tourism in Jamaica. They studied obstacles such as financial, social and planning constraints. They acknowledged that several initiatives are underway but they are under difficulty due to methods of management and lack of collaboration.

Tourism training in the Caribbean

Sanders (2006, February 2) urged the establishment of a Tourism Research and Development Institute at the University of the West Indies. This is to prevent tourism from becoming a 'plantation industry' with absentee owners, expatriate managers and profits repatriated abroad and locals relegated to wage earners only. Research on marketing and industry development was encouraged and this is best done cooperatively among the various destination areas. In *Tourism and hospitality education and training in the Caribbean* (2002) was described the educational facilities available and the programs existing for training of those to be professional in the tourism industry in the Caribbean. A number of case studies from different destinations in the Caribbean were presented. The book further discussed the challenge of research in Caribbean tourism and the role of education in development of sustainable tourism in the Caribbean.

Crime and tourism in the Caribbean

Two researchers, Pizam and Mansfield (1996 and 2006) have edited publications which deal with crime and security in international tourism. These issues have become quite important in some islands of the Caribbean. Ritchie (2009) discussed crime and disaster management for tourism including methods for management of such problems. Griffin in (1997) wrote a classic book on drugs and security in the Caribbean. The role of Caribbean islands in serving as a midpoint in transfer of drugs from South America to North America or Europe was discussed.

Business and legal aspects of tourism in the Caribbean

McLaren (2003) provided a discussion of the role of transnational corporations in planning tourist adventures. She brings in the frequent insertion of "ecotravel" into tourism brochures and how that has diminished the integrity of the term "ecotourism". Rodriguez & Murdy (2006) discussed anti-competitive practices in the tourism industry with emphasis on small economies. There appears to be a general feeling that large multinational development corporations team up with strong local groups to engage in anticompetitive practices which squeeze out local communities, domestic workers and other stakeholders. They examined the possibilities of antitrust suits by the small economies and their potential success. They concluded that although a regional antitrust action involving several countries might have a stronger possibility of success than one pursued by small businesses within one country, even then a regional enforcement agency is unlikely to challenge the cross-border anti-competitive practices because it is not likely to challenge impairment of consumer welfare of foreign nationals. Mastny (2001) discussed prospective abuses of the concentration of tourism related capital. Timms (2006) discussed linking agricultural production in the Caribbean with tourism. He mentioned how local farmers had linked with hotels in St. Lucia and the positive results of such linkages. Certainly agriculture has been linked with tourism in such popular destinations such as Hawaii and Costa Rica.

Trends in tourism

The top stopover destinations (number of stopovers) in the Caribbean are medium to large islands the major destination airport of which is within a thousand and fifty miles of Miami. These, in decreasing order of number of stopover visitors in the year 2009 were: the Dominican Republic, Cuba, Cancun, Jamaica, the Bahamas and Puerto Rico. All have other industries in addition to tourism. Generally speaking, these are less expensive destinations than some others once the visitor arrives at the destination. From a percentage of tourists standpoint those destinations which had 60% or higher of their tourists as stopovers in 2009 are as follows: Jamaica, Martinique, Trinidad and Tobago and the Dominican Republic.

The top cruise destinations in 2009 were the Bahamas, Cozumel, U. S. Virgin Islands, Cayman Islands and Puerto Rico. Overall, the cruise industry is expanding in the Caribbean at a more rapid rate than the stopover industry (Barberia, 2002, winter).

Stopover vs. cruise vacations

The advantage of the stopover visits is that the visitor is in charge of his planning and his itinerary. There usually is more time to have the opportunity to see a country in more depth. There are more chances to interact with the local population. For those who are attracted to sun and surf and not so much interested in the interaction with the local population, there are the all inclusive resorts which provide seclusion and rest as well as such diversions as water sports, fishing, horseback rides, etc.

The advantage of the cruise vacation is that most of the expenses are covered in one payment (housing, meals, drinks and entertainment). Compared with the Stopover visits there probably is considerable cost savings. Also several countries may be visited in one cruise. Shore excursions are readily available to the cruiser. There are opportunities to shop aboard the cruise liner. For the cruise line, there is an economic advantage to remaining between destinations as there are port charges which depend upon mooring time at a destination. Many cruises have a reasonably large proportion of time of a cruise which is not at any destination.

Importance of distance from Miami and area of destination to number of stopover visitors

It is difficult to do statistical analyses and interpretations of stopover and cruise tourism for the Caribbean simultaneously because these two branches of tourism are approached rather separately from an operational standpoint. Also, the correlation of numbers of stopover and cruise tourists for the Caribbean destinations is not large ($r=.432$ for 2009). Data for the cruise tourism are not independent in that ships carry some passengers to several destination areas. Independence is assumed in many of the statistical tests. In studying the 2009 stopover visitors to various Caribbean destinations (23 destinations in the data set) (onecaribbean.org), one can observe that the largest number of stopover tourists generally visited destinations close to Miami and many of these destinations had large land areas in

square miles. A plotting of the number of stopovers versus distance from Miami showed that the best stopover producers had principal airports which were within 1,050 aeronautical miles from Miami. Miami is important because not only is it a point of departure for U. S. tourists, but also it is a connecting point for many tourists from other countries such as Canada and those from Europe. A DistanceCode variable with two classes was created from the Distance data. For the DistanceCode, those destinations for which the principal destination airport was less than 1,050 miles from Miami, received a DistanceCode of 1 and those for which the principal destination airport was greater than 1,050 miles from Miami received a DistanceCode of 2. The number of stopover visitors was then regressed upon DistanceCode, Area and Area2. The regression analysis results are reported in Table 1. The DistanceCode regression coefficient is large because the X variable was quite small (either 1 or 2). The fit was good ($R^2=.93$). The signs for the regression coefficients for all predictor variables were logical. The data were then sorted by DistanceCode and two separate linear regressions of Stopovers on Area and Area2, one for each DistanceCode, were run. There was good positive response to Area for the shorter distances ($R^2=.97$), but for the DistanceCode=2 destinations, Area did not have a significant effect ($R^2=.037$) (Table 2). These results suggest that it is good to be close to Miami and have a large land area if one is interested in stopover visitors. If the distance from Miami is greater than 1050 miles, Area is not of significant importance (possibly because the range in Areas for destinations > 1050 miles from Miami is not large). There are a few exceptions to these general trends. For example, Bermuda is 1,040 miles from Miami but it has a small land area. It had a reasonably good production of stopover visitors in 2009. In terms of planning for the future in relation to stopover visitors, destinations which are far from Miami can attempt to arrange for better air service and also can make the best use of the limited destination space available with more attractions to tourists. Collaboration of smaller destinations possibly can produce results similar to some of the larger single destinations.

Role of distance from Miami to number of cruise tourists

Because many of the cruise passengers do not visit the large destinations near Miami, a model including DistanceCode was not appropriate for the cruise passengers. Consequently, a second order response surface in Distance and Area was fitted. Its form was: Cruise Passengers (2009) = $b_0 + b_1\text{Distance} + b_2\text{Area of Destination} + b_{11}\text{Distance}^2 + b_{22}\text{Area}^2 + b_{12}\text{Distance} \times \text{Area} + e$. As shown in Table 3, Distance was the most important predictor variable. Distance² is not significant at the .05 level and the reason for this may be that there is a correlation between Distance and Area. The lack of an Area effect could be due to the fact that there is less variability in areas of destinations farther from Miami. There are no destinations the size of Cuba, the Dominican Republic or Jamaica in the south or east in the Caribbean. The fit of the model was reasonable ($R^2 = .75$).

Creation of regions of the Caribbean based on Stopover and Cruise results

In the future, Stopover and Cruise activities can and should be placed together in regions of the Caribbean. The idea of regions is not new. Cruise lines have been

advertising cruises in the eastern, western or southern Caribbean in the past. Based on the numbers of tourists arriving at different destinations in 2009 and upon the regression results reported in Tables 1, 2 and 3, the creation of regions divided into both northern and southern and also eastern and western would be useful. That would imply the creation of four regions. Based on the 2009 data, the dividing line between north and south should be 150 north latitude and that between east and west should be 680 west longitude. Because the southwest region will contain only three destinations, Aruba, Bonaire and Curacao (without considering Cozumel and Cancun) there is the option that these destinations could be attached to the southeast region from an operational standpoint. Currently there are a number of cruises which start from Barbados and stop in one or more of the Dutch Caribbean islands (Aruba, Bonaire and Curacao) in addition to several southeastern Caribbean destinations. Thus there would be only three regions: Northwest, Northeast and Southeast. This will be assumed throughout this paper, but one could proceed in research with four regions as the other option. Within each region, a hub or connection point having a sizeable airport and cruise hub facilities should be designated. In the northeast, Puerto Rico and Antigua are already serving this purpose. Barbados may be the obvious choice in the southeast. The role of the hubs would be to provide air connections so that cruises or ferry trips in addition to air connections with other destinations in that region might be started from those hubs. Tourists could tour as a stopover and a cruise passenger on the same trip. The airlines and cruise lines could work together closely and this should be of mutual benefit. But tourists would also benefit due to the convenience and assistance in planning very enjoyable trips. The distances between destinations within a region are not great and this would make multiple stops within a region quite feasible.

Regional analyses of variance confirm regional differences

Analyses of variance were conducted on 2009 tourism data from the three regions for both stopovers and cruise tourists. The model included Regions (as a class variable) as well as Distance, Area and Area2. Regions were significant at the .01 level for stopovers and the sum of squares for this could be subdivided into both North vs. South and East vs. West. Both subdivisions were significant at the .01 level. In addition, Area and Area2 were significant at the .05 level. The R2 for the fit of this model for stopovers was .934. The means for north-south and east-west were as follows:

	Stopovers		Stopovers
North regions	906,786	East regions	330,874
South regions	335,289	West regions	1,681,292

For cruise tourists, regions were different at the .05 level and both north vs. south and east vs. west were significant at the .05 level. Area was not significant at the .05 level but Area2 was. Distance was significant at the .01 level. The R2 for the fit of this model for cruise tourists was .700. The means for north-south and east-west were as follows:

	Cruise tourists		Cruise tourists
North regions	1,092,605	East regions	556,529
South regions	547,839	West regions	1,435,507

The above analyses of variance confirm that the performance of tourism in the Caribbean in 2009 has been according to geographic location of the destinations. Distance and Area had some effects in addition to the regional differences due to the fact that there is a range in distances and areas within a region. In the future as hubs are identified for the various regions, it is important that information concerning connections among destinations (both cruise and flights) within each region be made available to travel agents and possible tourists. The information should be available internationally. These data should be reliable and consistent so that flights are not dropped after information about them has been disseminated. Tourists can then do a lot of planning on their own using the internet once the detailed system has been initiated.

Balancing the interregional and intraregional variation for stopover and cruise tourists to the Caribbean

From the previous discussions, it is clear that regional differences are real and one important goal should be to stabilize the touristic activities so that the entire Caribbean might benefit from tourism. This can be done by enhancing some of the smaller destinations which are far away from Miami and also grouping them into package tours. Also, the air and ship carriers may be able to influence the flow of tourists to some of the less visited destinations by structuring airfares and cruise prices. But in addition to the large among region variation in numbers of tourists arriving, there is sizeable variation within each region. The coefficients of variation (CVs) for the two variables stopover and cruise tourists by region are reported in Table 4. A coefficient of variation is the standard deviation of the destinations within a region divided by the mean numbers of tourists of that classification for the region multiplied by 100. These range from 74.62 to 95.62% for stopovers and 50.87 to 81.33% for cruise tourists. These CVs would be considered high by most researchers who use CV as an index of the degree of variability. Often, they are used to CVs in the range of 10-15%. There are probably a number of factors which cause this high variation within each region. One can be the transportation network available to the tourist and another can be the reputations that the various destinations have from past travelers (and the availability of this reputation information to the travel agents and the tourists themselves). The ranges in present numbers of stopovers and cruise tourists to destinations within a region should be very important information in developing formats for grouping destinations within a region into joint tourist operations. One would think that the CVs for each region should decrease over time as tourism to less successful tourist destinations is increased. It would seem that pairing (or other grouping) of destinations should be started within the regions since the destinations are closer together than trying to group destinations from different regions.

Case study

Jamaica: Jamaica is being used as a case study because it has been mentioned by several authors as needing positive change. Jamaica has beautiful beaches and spectacular scenery. It has other industries such as agriculture and mining, but tourism is its leading industry at the present time. It has been criticized for putting too much emphasis on the growth of all-inclusive resorts at the expense of the development of the non-all-inclusives (Goodrich, (1977) and Altinay, (2007)), and it is also known for branding. The National Geographic Traveler (2009) gave Port Antonia, one of Jamaica's better destinations, a rating of only 49 per cent primarily due to the lack of redevelopment as compared with the island of Eleuthera in the Bahamas which received a rating of 71. Outside of the all-inclusive resorts, Jamaica has a reputation for lack of security. The mixing of tourists and locals has been rather limited. In *Tourism: the driver of change in the Jamaican economy* (2006) it is pointed out that while tourism is very important in the Jamaican economy, there are uncertainties for the long run due to the fickle characteristics of the industry and competition from other destinations.

Jamaica tourism has grown at a steady rate during the period 1993-2009. This rate has been linear in spite of some disruptions due to natural phenomena and economic conditions. The consistent linear rate of growth of stopovers from the United States is shown in Figure 1. The linear trend fits very well ($r^2 = .96$). The average growth per year in stopovers from the United States has been approximately 3.3 per cent per year, whereas the average growth in cruise passenger arrivals has been 3.9 per cent per year. Growth since 2003 has been more pronounced, especially in arrivals on cruises. Data for stopover visitors to Jamaica are available for a period of at least 15-20 years. The Jamaica Tourist Board (JTB) which publishes annual reports on line is the major source of data for Jamaica tourism. Because number of visitor data are available by U. S. mainland state by year, it would be possible to run cross sectional regressions for each of the years for the United States which provides 60 per cent of the tourists to Jamaica each year. Time series analyses using a mixed model of the type reported for U. S. mainland states to Hawaii (Nelson, et al. 2011) may also be possible for the Jamaica data. From a cursory look at visitor data by U. S. mainland state, it would appear that the many of the visitors are coming to Jamaica from certain east coast states, e. g. Florida, New York, New Jersey, Pennsylvania, Maryland and Connecticut). Some of these states are those where many Jamaican-Americans are concentrated.

The Cuban phenomenon

Cuba has reaped the benefits of tourism to improve its economic status in recent years. Its growth in tourism has been phenomenal. It is a large diversified island with miles of beautiful beaches. It is close to the United States and Canada. It has good sites for the stopovers to see. One of its attractions is that tourists are curious because they have heard so much about Cuba during the years. Also, it is relatively inexpensive compared with other Caribbean destinations. It is green environmentally.

At present, United States citizens are not legally allowed to spend money earned in the United States in Cuba. According to Keck (2010) the reason for the strict rules by the U. S. government is that when Fidel Castro took over leadership of Cuba, several U. S. companies

in Cuba were confiscated and the United States set the strict rules until such time the Cuban government pays for the companies which it confiscated. Some U. S. citizens do visit Cuba by entering from another country. There is speculation that Congress may revise these laws and allow U. S. citizens to visit Cuba and spend money earned in the U. S. there. In fact, bills have been submitted to both the U. S. House of Representatives and Senate which would result in such changes. However, there are still Cuban-U. S. citizens who might try to block such legislation. President Obama has initiated another less expansive change which would result in more U. S. visitation in Cuba. He has taken steps to allow more visits of U. S. citizens to Cuba for religious, cultural and educational endeavors. This would return these policies to the level which existed during the Clinton administration.

All indications are that Cuban tourism is going to continue growing rapidly whether or not U. S. policies on travel of U. S. citizens to Cuba are changed. Some have been apprehensive of this Cuban tourism growth since it could affect the level of tourism activity in other large destinations in the northern region of the Caribbean such as the Bahamas, Cayman Islands, Dominican Republic and Jamaica. Some of those responsible for tourism in Jamaica have seen the handwriting on the wall and have worked out cooperative arrangements with Cuban tourism authorities to initiate joint tourism ventures. It is now possible for a tourist to Jamaica to fly directly from Jamaica to Havana.

Recommendations

Separate recommendations are being made for the stopover and cruise segments of the Caribbean tourist industry. Although both are growing in the Caribbean, it would seem that cruise vacations are growing more rapidly. Not only are the number of cruises increasing but larger ships are being put into service. Approximately forty per cent of the visitors to the Caribbean are cruise passengers.

Overall: Pressure should be put on the individual governments to develop long range plans which promote visitor-local interaction and community development. Also the push of development of a master plan for the entire Caribbean is important. Time lines are important.

The entire set of destinations should be divided into regions and within each region a hub designated. Information about transportation within that region should be developed and distributed to travel agents and also potential tourists. That information should be up to date and reliable. Regions should be exchanging information and coordinating on their methodology. Data should be collected in each region on the performance of stopover and cruise tourism at various points in time. Data methodology should be similar among regions. Data should be made available to other regions and to Caribbean tourism researchers.

Stopover:

1. Build smaller inexpensive outpost hotels around the country.
2. Develop more cultural and historical sites for visitors to visit.
3. Develop private restaurants featuring local cuisine outside of the hotels with competitive prices so that locals as well as tourists will frequent them. This will promote mixing of locals and tourists.

4. Promote the use where available of Caribbean air passes which will allow visits to several islands in one trip without taking a cruise. In like manner, development of more ferry service using boats between destinations should be considered.
5. Work closely with those in the cruise industry to coordinate the joint development of cruise and stopover tourism in the Caribbean.
6. Develop a system of government approved travel agencies which will assure the safety of visitors as they travel around each destination. These agencies should work with external travel agencies which are aware of the “new” Caribbean agenda. These external agencies might provide multiple destination visits.
7. Strengthen the Caribbean university programs in tourism and hotel management.
8. Emphasize the training of bright young individuals to be trained at the local universities in tourism and hotel management.
9. Promote regional (Caribbean) development initiatives. The Caribbean is losing out compared with other tourism regions around the globe. The marketing problems are beyond the scope of what individual destinations can handle. Therefore a united effort is needed.

Cruise:

1. Build welcome centers near the docks which provide visitors with opportunities to help finance community development in each country with donations.
2. Develop pre and post cruise tours for tourists leaving from a non-mainland-U. S. port cruises (e. g. Puerto Rico or Barbados). These could be within one or more than one destination. Opportunities would be the same as those provided to the stopover visitors.
3. Develop different types of shore excursions which will allow visitors to visit homes and communities.
4. Provide that a higher proportion of the shore excursion fees go toward local community development.
5. Convince governments to utilize a portion of the head taxes for developing new tourism facilities which would result in community development.
7. Develop cultural and historical lectures to be given on the ship prior to landing at each port so that the visitor has an appreciation for the culture before landing. At present, there are shopping lectures, but in addition there should be these other type of lectures. In addition, some of the cuisine from the ports visited could be featured on the ship to acquaint the tourist with the food of the islands visited.
7. Work closely with those who are in charge of planning stopover tourism to coordinate cruising with stopover vacations.
8. Use media to advertise a different type of cruise experience.

Structure of programs for realizing positive changes in Caribbean tourism

There needs to be coordination at the Caribbean level of efforts to make necessary Caribbean tourism programs and there needs to be substructures which actually plan and carry out the work. This implies that pairs or other small groups of destinations (probably

within a region) need to work together to develop complimentary programs involving development of cultural attractions, arrangement of transportation, security measures, etc. One cannot imagine coordinating all the changes needed throughout the Caribbean without the existence of the substructures. However, the leadership at the Caribbean level needs to be very capable and well-balanced and able to provide the guidance in a number of different areas. Development of the Caribbean leadership core and how it is to be financed are important topics to be discussed by development leaders from different destinations. Certainly building strong tourism programs at the universities in the Caribbean will be important in this endeavor but governments, industries and community groups of citizens also need to be involved. There needs to be focus on getting the citizens of a destination excited about improving the tourism developments at that destination and wanting to be involved in the process. Partnerships between citizens of a European or U. S. area with their citizen counterparts in the Caribbean certainly would be helpful. This has been done in the past through service clubs and churches but there is need for many more of these linkages.

Destination areas which are teaming up can work out complimentary itineraries so that visitors can get a broader experience than they could get in any one destination area only. They can also petition airlines and sea transportation providers to develop needed inter-destination flights and boat trips (probably within a region) which are not yet in existence. If this is done with proper planning, the transportation providers can depend upon improved markets. Those planners at the Caribbean level should be provided with information on these interdestination transportation arrangements so that the entire Caribbean transportation facilities will be well coordinated.

Measures of success need to be identified and then measured by region and by the entire Caribbean. Numbers of stopovers and cruise tourists and their expenditures by time units are perhaps the most readily available (and yet the availability of these data varies greatly today among destinations). Community development, crime control, poverty reduction, distribution of tourism income among various segments of the population need more work. Standards of measurement should be kept more or less uniform among subunits of the Caribbean. Emphasis should be placed on measuring different responses to efforts and reporting them throughout the Caribbean. Obtaining data seems more likely for groups of destinations than the individual destinations themselves.

Summary

Necessary positive change for tourism in the Caribbean is going to be difficult and will take time. The priority destinations should be those which are overrun with tourists, especially cruise passengers. Also priority should be given to destinations where there is a will to change and where change is most feasible. If one destination achieves change, perhaps it can be a catalyst for other destinations to change. Some of the smaller islands with less tourism probably will be slower to grow, but some of the principles discussed in this article may help them as they grow. Since size of destination has been shown to be important, the

combination of efforts of more than one small destination would be increasing the size of the tourism destination unit. It would appear that positive change is more feasible in the stopover than the cruise sector, although there are possibilities of some change in situations where the cruise starts in one of the Caribbean islands. The tourist can plan a pre- or post-cruise tour in addition to the cruise which incorporates some of the changes mentioned in this article. The regional and international funding agencies (both public and private) should be involved in funding projects which promote the changes mentioned in this article as these changes will alleviate poverty, improve environmental conditions and promote international understanding. The local governments also have a large and important role to play in initiating changes. They should provide the leadership rather than just responding to plans initiated by outside entrepreneurs. Stopover planning should take into consideration the fact that distance from Miami is important and also the destinations with larger land areas do well in stopover tourism. Air service can be improved to some distant destinations and better use of limited space can also be implemented in cases where land areas are limited. The regional concept involving both latitude and longitude position should be involved in planning because it has been shown to be an important source of variation in numbers of both stopover and cruise tourists. Flying to hubs in the regions before either a stopover vacation or a cruise seems a good way to get the most out a visit to the region from Europe, Canada and the U. S.

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Tables And Appendixes

Table 1 | Regression for 2009 stopovers to various Caribbean destinations for entire Caribbean on DistanceCode, Area and Area2

23 observations in regression
Average 2009 stopover tourists per destination = 683,157
Stopovers to Various Caribbean Destinations = 317849.30 – 58746.31NS DistanceCode + 305.33**
Area -.0059** Area2 + e
Significance legend: ** Significant at .01 level
NS Not significant at .05 level
R2 = .93

Table 2 | Regressions by DistanceCode for 2009 stopovers to various Caribbean destinations on Area and Area2

DistanceCode 1: 7 observations in regression
Average stopovers per destination= 1, 626,933
Stopovers to Various Caribbean Destinations (2009) = 239291.79 + 311.620** Area – 0.0061NS Area2 + e
R2 = .97
DistanceCode2: 16 observations in regression Average stopovers per destination= 270,254
Stopovers to Various Caribbean Destinations (2009) = 196169.87 + 520.58NS Area - 0.2259NS Area2 + e
R2 = .037
Significance legend: ** Significant at .01 level
NS Not significant at .05 level

Table 3 | Regression for 2009 Cruise Tourists to Various Caribbean Destinations for Entire Caribbean on Distance, Area, Distance2, Area2 and Distance*Area

20 observations in regression Average 2009 cruise tourists per destination= 802 222
Stopovers to Various Caribbean Destinations = 3387097 – 3753.73* Distance + 8.97NS Area
+1.19 NS Distance2 - .047NS Distance*Distance + e
Significance legend: ** Significant at .01 level
** Significant at .05 level
NS Not significant at .05 level
R2 = .75

Table 4 | Coefficients of variation (CVs) for 2009 numbers of stopover and cruise tourist for each of the three regions in the Caribbean

Region	Stopovers	Cruise
	CV in %	CV in %
Northwest	95.62	81.33
Northeast	139.27	50.87
Southeast	74.62	66.58

Note: The coefficient of variation (CV) is the ratio of the standard deviation and the mean multiplied by 100.

